

18 September 1970

MEMORANDUM FOR: Executive Assistant

FROM : Chief, School of Intelligence and World Affairs

SUBJECT : Weekly Report of School of Intelligence and World
Affairs No. 20, 11 - 17 September 1970

COURSE ACTIVITY

Advanced Intelligence Seminar

An invitation extended through John Bross, D/NIPE, to Assistant Secretary of Defense Froehle has been accepted. The Secretary is scheduled to discuss the DOD view of intelligence on Monday morning, 19 October. He may even fly to [REDACTED] where the second week of the course is run, by helicopter.

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Panel leaders who have been secured for the three major intelligence problems in the second week are [REDACTED] Chief of the Special Research Staff, for "Southeast Asia and China"; Bruce Clarke, Director of Strategic Research, for "Arms Control"; and [REDACTED] Chief of Middle East-Africa Division in OCI, for "The Middle East."

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Intelligence Production Course

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[REDACTED] co-chairmen of the forthcoming Intelligence Production Course, met on Tuesday with Bruce Clarke, Director of the Office of Strategic Research. The next IPC will have only six students, of whom four are headed for OSR and two for DCS.

Bruce spoke for about a half hour on the type of training he would like for CT's who are coming to the DDI. Surprisingly, the course he outlined is almost precisely the same type of IPC we gave 10 years ago--it is heavy on training in the use of specific sources (particularly photographs and special intelligence), on visits with outside organizations who are requesters of studies by the DDI and who coordinate with the DDI, and on the evaluation of DDI products. [REDACTED] wrote a draft IPC

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schedule, based in large part on Bruce's ideas, which we will revise and then rush to various OTR and DDI components and interested individuals for coordination, so that we can begin making necessary arrangements for speakers and panel participants.

Introduction to Intelligence

The last running of the Introduction to Intelligence in its present separate form will begin on 21 September. The enrollment is 64 students. During this past week another meeting was held on the substantive materials to be included in the new IWA resulting from the merged Introduction to Intelligence and Introduction to Communism courses.

Intelligence Briefing Course

Our problems with Intelligence Briefing #1-71 for IAS reached a crescendo on the first day of class, 14 September. [REDACTED] had finally worked out a new set of dates when we could count on a video-taping crew and the auditorium at [REDACTED] as well as keep the proper sequence of sessions and avoid conflicts with Marc's other commitments. Then, within the first hour of the first class, the auditorium was pre-empted for the next class day (Wednesday)--for briefing Secretary Rogers on the Middle East crisis--and two students in the 10-member class were withdrawn for special assignments related to the crisis.

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On the second class day, Wednesday, the conference room which we were planning to use for videotaping was turned over to another group at the last moment, and another class member was withdrawn. Surprisingly, a switch to another conference room was made smoothly, and the session proved to be highly successful. Replacements were made for all three students who were withdrawn.

Orientation for Overseas

Contrary to our prior assumption, we find that OL's policy is not to put employees or wives assigned overseas into OTR's Orientation for Overseas. We had long assumed that the CS Divisions were registering OL assignees in the OO. OL/TRO [REDACTED] tells us, however, that the CS Desks register OL personnel who are outbound to Vietnam in the Vietnam Orientation, but put no one into the OO.

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We are mailing [REDACTED] a copy of the status report on the OO. Marc hopes to obtain reactions to this report and any suggestions looking

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toward increased utilization of the OO from as many components as possible which send substantial numbers of personnel overseas. Still to come are the reactions of OL and FE.

Communications Courses

We are making some progress on arrangements for courses in writing, reading and effective listening to be offered at various times this fall, using contract instructors from USDA's Graduate School:

Writing: The Office of Communications has requested a Basic Writing Workshop for 15 of its personnel. It will be given at Glebe beginning about 20 October, and run for six weeks. OTR has agreed to pay for this course at the quoted rate of \$1500. Other writing courses, including an intermediate level workshop and a special workshop for NPIC, have been cancelled temporarily.

Reading: We plan to offer three runnings of the Reading Improvement Course--one class for NPIC/IAS, one at Glebe, and one in the Rosslyn area--to begin as soon as practicable. Dates will be set and appropriate course announcements will be made as soon as the availability of USDA's instructor and Agency facilities is determined. Cost will be \$1000 per course, pro-rated to components.

Effective Listening: This course, costing \$350, will be that requested by [REDACTED] for CS personnel on a date still to be set.

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OTHER ACTIVITIES

DD/S Reports Inventory Committee

The DD/S Reports Inventory Committee (the "Paperwork Committee") met on Tuesday to review progress and to receive additional instructions and materials to conduct the first annual Reports Inventory. [REDACTED] is OTR representative.

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We have a preliminary listing of reports produced in OTR, which shows a total of 75 report titles, plus 24 computer report titles. One report, such as Response to Annual Program Call, may result in contributions from nine or more faculty units to five schools, and contributions from ten branches to three staffs. Hence, any one report title produced by OTR may involve at least 27 "feeder" reports.

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The second phase will require each unit to fill in a form on each report, showing such facts as the number of man-hours and estimates of man-hour costs. One portion of the form includes recommendations for the report--whether it should be retained, changed, or discontinued.

Hereafter, there will be annual reports on savings which resulted from changes in the number and type of reports.

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Research Project

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On 16 September, [REDACTED] had an hour and a half interview at the State Department with Ambassador W. O. Hall, the day before the Ambassador was to return to his post in Addis Ababa. Ambassador Hall, who was with the Bureau of the Budget in 1941, provided [REDACTED] with a vivid picture of President Roosevelt's allowing Donovan--a "pusher and empire-builder"--to stir up the somnolent State Department and the Armed Services as Donovan went about organizing COI.

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Area Roundtable Meeting

Acting Director/FSI Howard Sollenberger hosted the first fall meeting of the Inter-agency Roundtable for Area Training and presented a summary of the initial recommendations made by State's 13 task forces. [REDACTED] was Chairman of the meeting.

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Highlights from the principal recommendations are: to shift away from the generalist to the specialist concept in the Foreign Service; to strengthen the personnel organization for implementing this and other recommendations; to explore means by which State might better exercise its primary role in foreign affairs; to place more emphasis on training for executive leadership and management; to put young officers in a probationary status for their first two to four years, then commission them as careerists and put them through a mandatory four-month course in management and leadership; to expand considerably FSI's language training--with more attention to staff personnel and dependents--and lengthen the area and country study courses to three-weeks instead of the recently established two-weeks.

The task forces' recommendations, if fully implemented, will require expansion of the Department's training effort by an estimated 50 per cent. Ten per cent of the Career Service would be in long-term training activities at a given time.

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